IV. IMPLEMENTATION

A. Centralization v. Decentralization - Formation of the Joint Task Force on Records Management

At a meeting on March 14, 1989, Mr. Cummings distributed a draft Implementation Plan which he and his staff had prepared. On May 2, 1989, Mr. Slater, Mr. DeBaugh and Sherry Harris met with Mr. Cummings to review his proposed implementation plan. See Attachment 21. At that meeting Mr. Cummings also presented a document he had prepared entitled "Disadvantages of Not Having a Central Records Systems Department." See Attachment 22.

On May 25, 1989, Lewis Cummings transmitted a document he had prepared entitled "Records Management Program Cost Justification - Current vs. Proposed." See Attachment 23.

Hunton & Williams initially recommended that the Records Management Department be removed from Employee Relations/Travel Services and placed under the auspices of Information Services. Further, Hunton & Williams recommended that the Records Management Department be given responsibility for records in all departments (including Engineering, Finance, Information Services, and Research & Development). This centralization would promote uniformity and consistency between departments as well as provide various economic efficiencies and cost benefits.

It was decided, however, that centralization of records management would be too time consuming and costly. Engineering, Finance, Information Services, Research & Development, and Lewis Cummings' Records Management group (covering Employee Relations, Leaf, Manufacturing, Manufacturing Services, Science &

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Technology, and Tobacco Technology, or Philip Morris Products, Inc.) will remain separate records management "centers." They will, however, receive some central coordination from the Joint Task Force on Records Management.

On August 24, 1989, Hunton & Williams recommended to Philip Morris that a Joint Task Force be established to oversee implementation and training in connection with this program. A Joint Task Force was appointed and their first meeting was held on September 6, 1989. The Joint Task Force is composed of members from each Philip Morris U.S.A. records management "center" and each Philip Morris U.S.A. location (Richmond, Louisville, Cabarrus, New York). See Attachment 24 and Attachment 25. The Joint Task Force was appointed to:

A. Consult with management concerning the implementation program, and develop forms, systems and procedures;

B. Participate in the training of employees in the implementation and maintenance of the program;

C. Assist department heads in implementation of the program;

D. Consult with department heads concerning application of the program to particular records;

E. Assure uniform implementation of the program throughout Philip Morris U.S.A. and recommend such changes in the program that may be appropriate;

F. Assist the audit group in ensuring compliance with the program; and

G. Select and administer the data base/computerized system.

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